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Analysis of Fleet Readiness Center Southwest Concept Integration: New-Employee Orientation and Communication Processes

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By: **Francini R. Clemmons, and**
Holly M. Falconieri
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Co-Advisors: **Kenneth Euske,**
Becky Jones

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ANALYSIS OF FLEET READINESS CENTER SOUTHWEST CONCEPT INTEGRATION: NEW-EMPLOYEE ORIENTATION AND COMMUNICATION PROCESSES

Francini R. Clemmons, Lieutenant Commander, United States Navy
Holly M. Falconieri, Lieutenant, United States Navy

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December 2007

Authors: _____
Francini R. Clemmons

_____
Holly M. Falconieri

Approved by: _____
Kenneth Euske, Co-Advisor

_____
Becky Jones, Co-Advisor

_____
Robert N. Beck, Dean
Graduate School of Business and Public Policy

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ABSTRACT

Fleet Readiness Center Southwest has embraced integration of personnel and processes from Aircraft Intermediate Maintenance Departments and Naval Aviation Depots supporting Naval Aviation Maintenance. This transformation marks a change in Naval Aviation Maintenance history and will align Fleet Readiness centers with the Naval Aviation Enterprise vision. As civilian and military personnel begin working side-by-side, orientation, communication and process relationships are being redefined to combine the previous infrastructure of two organizations under one roof. The new relationships are designated to be comparable to the aviation maintenance industry's business structure to leverage opportunities for growth as well as sustainability for the industry. The authors analyzed new-employee orientation, personnel integration and communication processes to determine their effectiveness to convey FRCSW's vision and efforts for integration.

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ACRONYMS AND DEFINITIONS

AIMD	*Aircraft Intermediate Maintenance Department*. Off flight line maintenance activities (now known as FRCs) that have the ability to enact repairs up to, but not including major rework and overhaul on a variety of Weapons Replaceable Assemblies (WRAs) and Shop Replaceable Assemblies (SRAs).
AIR*Speed*	An overarching title derived to describe a variety of toolsets (e.g. Lean, Six Sigma, Theory of Constraints, etc.) aimed at increasing the velocity of production/productivity within the Navy/Marine Corps' maintenance program.
ARFT	Aircraft Ready for Tasking
ASD	*Aviation Supply Department*. Provides on-air station logistics support by supplying FRCs and squadrons with parts handling, packaging, shipping, and storage services.
AVDLR	*Aviation Depot Level Repairables* - Repairable items for which the final condemnation decision should be made at the depot level. These items may also be repaired at the organizational or intermediate level as determined by the assigned Source, Maintenance, and Recoverability (SM&R) code.
BCA	*Business Case Analysis*. Provides a best-value analysis that considers not only cost, but other quantifiable and non-quantifiable factors supporting an investment decision. This can include, but is not limited to, performance, producibility, reliability, maintainability, and supportability enhancements.
BCM	*Beyond Capability of Maintenance*. A repair action that exceeds a given maintenance facility's ability to repair,

	typically by design. Once a BCM condition is declared, a BCM code that best describes the reason why is chosen from a consolidated list of possible codes and placed in the appropriate block on the Maintenance Action Form (MAF). This allows the item in question to then be further routed to the appropriate source of repair.
BRAC	Refers to the *Base Realignment and Closure Commission*.
CNAF	*Commander, Naval Air Forces.* In October 2001, the Chief of Naval Operations placed Type Commanders (TYCOM) in a "Lead-Follow" arrangement. Under this arrangement COMNAVAIRPAC became the TYCOM for Air, and assumed the additional title of Commander, Naval Air Forces (COMNAVAIRFOR).
CNO	*Chief of Naval Operations.* The senior military officer in the United States Navy. The CNO is an admiral (four-star) and is responsible to the Secretary of the Navy for the command, utilization of resources and operating efficiency of the operating forces of the Navy and of the Navy shore activities assigned by the Secretary.
CO	Commanding Officer
COMFRC	*Commander, Fleet Readiness Centers.* Newly assigned Flag level position providing leadership and guidance oversight to all established FRCs. COMFRC is aligned with the Chief, Naval Air Forces with FRC Area Commands as subordinate elements.
CONUS	*Continental United States.* United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico.
D2I	*Depot Level "to" Intermediate Level.* Used to describe the moving forward of selected personnel and workload from

	the depot to be accomplished at an IMA (now known as FRCs).
DLA	*Defense Logistics Agency.* Provides worldwide logistics support for the missions of the Military Departments and the Unified Combatant Commands under conditions of peace and war.
FISC	*Fleet and Industrial Support Center.* Provides supply support services to Fleet units as assigned and perform such other functions as may be directed by the Commander, Fleet and Industrial Supply Centers.
FIT	*Fleet Implementation Team.* The FIT provides training and support to the Site team during the initial FRC kick-off. The FIT is comprised of COMFRC and CNAF staff members who are familiar with the FRC global requirements and are able to guide individual sites through the implementation process to meet BRAC requirements.
FRC	*Fleet Readiness Center.* Integrated depot and intermediate aircraft maintenance activities designed to improve Naval warfighting effectiveness at reduced cost.
FRP	*Fleet Response Plan.* The Fleet Response Plan, as implemented by Fleet Forces Command in May 2003, is designed to more rapidly prepare and then sustain readiness in ships and squadrons. To achieve this capability, the plan alters prior manning, maintenance, and training practices to allow for a more responsive and ready naval force.
FST	*Fleet Support Team.* The Integrated Program Team assigned the responsibility to perform specified in-service engineering and logistics functions by the Program Management Authority.
HC	Human Capital

ICP	*Inventory Control Point.* An organizational unit or activity within a Department Of Defense (DOD) supply system, assigned the primary responsibility for the material management of a group of items either for a particular service or for the DOD as a whole.
ICRL	*Individual Component Repair List.* The ICRL allows FRC personnel to determine if they can repair an individual item based on its SM&R code.
IMA	*Intermediate Maintenance Activity.* Now known as FRCs. Responsible for repairs up to, but not including major rework and overhaul.
IMC/P	*Integrated Maintenance Concept/Plan.* With the IMC/P concept, an aircraft is inducted into rework/overhaul in a segmented approach that takes place at even intervals over the course of several years (usually four). Each segment is marked by a Fixed Induction Date (FID) which is strictly adhered to.
IMRL	*Individual Material Readiness List.* A consolidated list showing items and quantities of certain support equipment required for material readiness of the aircraft ground activity to which the list applies.
ISR	*In-Service Repair.* Repair of aircraft damage that is incidental to Fleet operations and considered beyond the Fleets capability to restore the aircraft to flight status.
MRO	*Maintenance, Repair and Overhaul.* Refers to services provided for aircraft, relating to the regular upkeep and airworthiness using specially trained personnel and equipment.
NADEP	*Naval Aviation Depot.* Former title for the Navy's rework and overhaul facilities (now Fleet Readiness Centers)

	located in Cherry Point, NC; North Island, CA; and Jacksonville, FL.
NAE	*Naval Aviation Enterprise*. The NAE is a warfighting partnership in which interdependent issues affecting multiple commands are resolved on an enterprise-wide basis. The NAE enables communication across all elements of the enterprise, fosters organizational alignment, encourages inter-agency and interservice integration, stimulates a culture of productivity, and facilitates change when change is needed to advance and improve.
NAMP	*Naval Aviation Maintenance Program.* A five volume Office of the Chief of Naval Operations (OPNAV) instruction that outlines command, administrative and management relationships and establishes policies and procedures for the assignment of maintenance responsibilities and tasks. It is the basic document and authority governing the management of all naval aviation maintenance.
NAMRA/NAPRA	Naval Air Mediterranean Repair Activity/Naval Air Pacific Repair Activity
NARF	Naval Air Rework Facility. The previous title for the facility known today as FRC. The name has changed from NARF to NADEP to FRC.
NAVAIR	*Naval Air Systems Command.* The Naval Air Systems Command is a United States Navy command, headquartered in Patuxent River, Md., with military members and civilian employees stationed at eight principal continental United States sites and two principal sites overseas. NAVAIR provides unique engineering, development, testing, evaluation and management

	capabilities to deliver airborne weapons systems that are technologically superior and readily available.
NAVICP	*Naval Inventory Control Point.* A single command organization operating as a tenant activity of the Naval Support Activities in Mechanicsburg and Philadelphia. Their mission is to provide program and supply support for the weapons systems that keep our Naval forces mission ready. NAVICP's primary mission is to procure, manage, and supply spare parts for Naval aircraft, submarines and ships worldwide.
NAVRIIP	Naval Aviation Readiness Integrated Improvement Program.
NAVRIT	Naval Aviation Readiness Improvement Team (Predecessor to NAE).
NAVSUP	*Naval Supply Systems Command.* Provides supply chain management**,** integrated support to operating forces**,** and quality of service**.**
OPNAV	Office of the Chief of Naval Operations.
OSD	*Office of the Secretary of Defense.* OSD is the principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.
PED	*Period End Date.* The month and year a given aircraft ended or, if serving in period, is expected to end the current service period.
PIP	*Production Implementation Plan.* Provides a planned time-phased approach to achieve all of the integrated logistics required to establish depot level maintenance/repair tasks.

PMA	*Program/Project Manager, Air (NAVAIR).* The person charged with the overall responsibility for total lifecycle support management of a program or project.
POAM	*Plan Of Action and Milestones.* A detailed, chronological plan that identifies all actions necessary to complete a given project, with inter-dependencies, major milestones/decisions required to transition to next milestone identified, due dates, etc. included.
QA	*Quality Assurance.* A planned and systematic pattern of all the actions necessary to provide adequate confidence that the item or product conforms to established technical requirements.
RFI	*Ready For Issue*. Repairable items that have successfully completed the repair process and are ready to be used to fill Fleet requisitions.
RFT	*Ready For Tasking.* A Full or Partial Mission Capable (FMC/PMC) aircraft, in the custody of the reporting custodian, which is operationally mission ready and physically able to be flown in support of the Navy's goals.
RIF	*Reduction In Force.* A reduction-in-force (RIF) situation exists when the agency releases a competitive employee from his/her competitive level by: Furlough for more than 30 days, separation, demotion, reassignment requiring displacement of another employee. Releasing the employee must be caused by: Shortage of funds, insufficient personnel ceiling, reorganization, the exercise of reemployment or restoration, or return rights, reclassification of an employee's position due to erosion of

	duties when such action will take effect after the agency has formally announced a RIF and the RIF will take effect within 180 days.
SE	*Support Equipment.* Equipment required to make an aeronautical system, command and control system, support system, subsystem, or end item of equipment operational in its intended environment.
T/M/S	Type-Model-Series. Designation system for U.S. military aircraft.
TAT	*Turnaround Time.* The interval between the time a repairable item is removed from use and the time it is available for reissue in a serviceable condition.
TCT	Total Cycle Time.
TFM	*Total Force Management.* The strategic management of human capital.
TOC	*Theory of Constraints.* A process aimed at identifying and removing constraints in organizational processes that are standing in the way of organizational goals. A constraint is anything that limits an organization or entity from moving toward or achieving its goal.
TRR	*Time to Reliably Replenish.* The lead time to complete a Replenishment Order.
TYCOM	Type Commander.
WINGMOs	Wing Maintenance Officers.
WIP	*Work In Process.* Repairables that have been placed in-work but have yet to complete the repair process.

WRA	*Weapons Replaceable Assembly*. A generic term which includes all the replaceable packages of an avionic equipment, pod, or system as installed in an aircraft weapon system, with the exception of cables, mounts, and fuse boxes or circuit breakers.

Source: Commander Naval Air Forces website, last accessed October 23, 2007

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I. INTRODUCTION

This paper presents a review of the new-employee orientation processes for the Fleet Readiness Center Southwest (FRCSW) and communication of the organization's vision throughout the organization within the context of the integration of military and civilian workforces at FRCSW. The goal of the project is to identify if the current new-employee orientation strategy and communication strategy are related to the FRCSW vision, and offer recommendations for management controls that could improve the integration of military and civilian employees and enhance the effectiveness of those processes. This project was conducted with the assistance of FRCSW leadership and faculty at the Naval Postgraduate School.

Organizational communication begins prior to the hiring process and continues throughout the duration of employment. To establish formal communication regarding the organization, new employees are scheduled to attend new-employee orientation. The new-employee orientation process is likely to be the employee's initial exposure to the strategy and culture of the organization; thus, the ability of the presenters at the orientation to clearly communicate the organization's vision is critical. The presenters use various media during the orientation to heighten the new-employees' understanding of the organization's strategy. The organization's communication process is enhanced by the orientation; thus, future communication is influenced by the success of the orientation. The partnership developed through the integration of the military and civilian workforce has a significant impact on the current and future development of FRCSW. Recommendations made for the orientation process improvements may be useful as a template for other Fleet Readiness Centers (FRCs) and have the potential to catalyze cost-wise readiness.

A. BACKGROUND

This chapter provides a background on Naval Aviation Maintenance Program (NAMP) policies and responsibilities, traditional maintenance levels, the maintenance concept, and a method to understand the transformation process of the current FRCs. The

following is intended to facilitate a general understanding of the shift from three organizations performing three levels of maintenance to two organizations by combining the intermediate and depot levels of aviation maintenance under one organization.[1]

1. Naval Aviation Maintenance Program (NAMP) Policy and Responsibility

The traditional Naval Aviation maintenance operates in a rigid structure of policies and responsibilities designated by the NAMP. The NAMP, implemented through Commander, Naval Air Forces Command (COMNAVAIRFOR), supports the Chief of Naval Operations' (CNO) and the Commandant of the Marine Corps' (CMC) readiness objectives and has the stated intention of providing optimum use of manpower, facilities, materials, and funds. The instruction applies to all organizations involved with the operations and support of Navy and Marine Corps aircraft and serves as the sole governing directive for the management of all naval aviation maintenance. To assist in accomplishing the objectives of the NAMP, many processes were standardized to ensure compliance with written directives and instructions. The NAMP establishes guidelines for all levels of maintenance. (COMNAVAIRFORINST 4790.2, 2005)

2. Traditional Naval Aviation Maintenance Levels and the Maintenance Concept

Naval aviation maintenance traditionally had three distinct maintenance levels—Organizational, Intermediate and Depot—with specific responsibilities at each level. Basic management tools for the efficient and economical use of personnel and material resources are structured through the three levels. This division allows management to assign maintenance tasks consistent with the complexity, depth, scope, and range of work being performed at a specific level. The NAMP outlines command, administrative and management relationships and the NAMP also designates COMNAVAIRFOR as the primary authority for assignment of maintenance responsibilities and tasks.

[1] For detailed description of maintenance policies, procedures, and responsibilities for the conduct of the Naval Aviation Maintenance Program (NAMP) at all levels of maintenance throughout naval aviation, refer to *Commander Naval Air Forces Instruction* (COMNAVIRFORINST) *4790.2* series.

(OPNAVINST 4790.2J, 2005) As outlined in the NAMP, each of the three levels of maintenance may or may not entail overlapping tasks and responsibilities. The required level of maintenance needed to complete the maintenance action takes precedence over the command's defined maintenance level. Therefore, the level of maintenance and the command's maintenance capabilities do not necessarily match.

3. The Traditional Three Levels of Maintenance

The organizational, intermediate and depot levels of aviation maintenance are distinctive in organization, mission, and concept. Listed below is a brief synopsis of each level's responsibilities to Naval aviation.

a. Organizational

Organizational level (O-level) is performed by an operating unit on a day-to-day basis in support of its own operations. The O-level's maintenance mission is to maintain assigned aircraft and aeronautical equipment in a Full Mission Capable (FMC) status while continually improving the local maintenance processes. While O-level maintenance may be done by intermediate (I-level) or depot level (D-level) activities,[2] O-level maintenance is usually accomplished by maintenance personnel assigned to aircraft-reporting custodians (COMNAVAIRFORINST 4790.2, 2005). Aircraft-reporting custodians are responsible for the administrative reporting and maintenance of weapons systems on-hand (in their custody). Squadrons such as VFA-34, VF-101, HM-14, HSC-26 are examples of O-level activities (or units). These O-level activities are assigned aircraft, equipment, and personnel that provide direct support to the warfighter. These maintenance functions generally are grouped under the categories of inspections, servicing, handling, on-equipment repairs, preventative maintenance, and upkeep (COMNAVAIRFORINST 4790.2, 2005).

[2] The term "activities" is used to describe unit-level organizations in the context of this report.

b. Intermediate

The I-level's "mission is to enhance and sustain the combat readiness and mission capability of supported activities by providing quality and timely material support at the nearest location with the lowest practical resource expenditure" (COMNAVAIRFORINST 4790.2, 2005, p.7-2). I-level maintenance consists of on- and off-equipment material support. On-equipment maintenance is conducted on the aircraft/end-item. On-equipment maintenance includes the repair of installed engines, calibration of systems, or repair of support equipment. Off-equipment maintenance is conducted when the component/item is removed from the aircraft/end-item and repaired at the facility. Off-equipment maintenance includes: the processing of aircraft components, incorporation of technical directives, provision of technical assistance, the manufacture of selected components, liquids, or gases, and performance of certain on-equipment repairs.

c. Depot

D-level's maintenance is performed at or by the Naval aviation industrial establishment to ensure continued flying integrity of airframes and flight systems during subsequent operational service periods. D-level maintenance is also performed on material requiring major overhaul of parts, assemblies, sub-assemblies, and end-items beyond the capability of I-level. D-level maintenance includes "manufacturing parts, modifying, testing, inspecting, sampling, and reclamating" (COMNAVAIRFORINST 4790.2, 2005, p. 7-2.). D-level maintenance supports O-level and I-level maintenance by providing engineering assistance and performing maintenance beyond O-level and I-level capabilities.

4. NAMP Methodology

The NAMP is the central authority that guides operations and activities throughout the Naval aviation community:

> The methodology for achieving the spirit and intent of the NAMP objective is labeled "performance improvement." Performance improvement is an "all hands" effort which focuses on service and close support to customers. As a primary prerequisite, the mission must be clearly understood and communicated to everyone in the organization. It is essential that all personnel know their job, understand their contribution to mission accomplishment, and are sensitive to customer requirements. New or improved cost effective capabilities and processes must be continuously pursed. Mutually supporting teamwork, constant communication, and compatible measures are critical elements for success. (COMNAVAIRFORINST , 2005, p. 2-1)

A naval aviation maintenance organization must keep the spirit of the NAMP embedded in its organizational strategy and communicate that vision effectively.

B. PURPOSE

The purpose of this project is to provide an analysis of FRCSW's new-employee orientation and integration processes and communication of the organization's vision. This study is intended to identify areas for improvement to impart FRCSW's vision to current and newly hired personnel during and after the new-employee orientation process that is intended to meld all personnel into a single organization: FRCSW.

As the new organization is integrated, one way the vision is verified is through the management controls and communication processes. These communication processes address the critical characteristics to sustain growth and strategic flexibility within the organization. Integration efforts need to be kept in alignment with the Naval Aviation Enterprise (NAE) Vision of "delivering the right force with the right readiness at the right cost at the right time" (Naval Aviation Vision 2020, 2007, p. V). As NAMP Methodology dictates, communication within the organization is necessary to achieve the organization's strategy. In this project, analysis of communication among workforce components—military, civilian and contractors—is used to identify management controls that have the potential to facilitate meeting the organization's strategy and vision.

C. RESEARCH OBJECTIVE

This paper provides recommendations based on the following questions:

- When FRCSW merges civilian and military personnel, how can the new-employee orientation process be presented to facilitate an integrated working environment?
- Can communication be enhanced to improve integration at FRCSW?
- How can communication be leveraged with the use of management controls to better integrate personnel?

The results from this study could also assist other FRC's with their integration processes.

II. FLEET READINESS CENTER SOUTHWEST

A. BACKGROUND: THE FLEET READINESS CENTERS

The Fleet Readiness Centers (FRCs) replace two distinct types of naval-aviation shore-based continental-United States (CONUS) maintenance facilities: Aircraft Intermediate Maintenance Departments (AIMDs) and Naval Aviation Depots (NADEPs). The FRC is designed to support the Naval Aviation Enterprise's (NAE's) planned transformation of naval aviation maintenance. The first step toward the organizational transformation from Aircraft Intermediate Maintenance Departments (AIMDs) and Naval Aviation Depots (NADEPs) occurred on October 10, 2006, with a dual ceremony establishing the Commander, Fleet Readiness Command (COMFRC) and Commanding Officer of FRCSW (Kulow, 2006). COMFRC oversees six FRCs established as follows:

- FRC Northwest—Whidbey Island, WA
- FRC West Lemoore—Lemoore, CA
- FRC Southwest—North Island, CA
- FRC Southeast—Jacksonville, FL
- FRC East—Cherry Point, NC
- FRC Mid-Atlantic—Oceana, VA

This evolution of naval aviation represents the integration of resources to blend organizations and to create synergies among the capabilities. The merger into Fleet Readiness Centers creates the capacity to better maintain and sustain current readiness while better supporting the warfighter (Hardee, 2006, p.1).

B. DEVELOPMENT OF THE FRC

The FRC structure was developed based on the decisions made during the Base Realignment and Closure (BRAC), 2005. The Secretary of Defense approved the merger or realignment recommendations for all collocated depot and intermediate maintenance activities in order to reduce the number of maintenance levels, streamline maintenance

and achieve cost reductions (BRAC, 2005). Cost reductions were identified that would result from decreasing total repair turn-around times (TAT), using less manpower, reducing spare parts inventories, eliminating redundancy, and utilizing the infrastructure more efficiently (Hardee, 2006).

The United States Marine Corps (USMC) Marine Aviation Logistics Squadrons (MALS) are part of the FRC organization, but remain operationally separate in order to maintain and fulfill a deployable command status (BRAC, 2005).

Currently, each FRC is responsible for on and off flight-line maintenance for the specific Type, Model, and Series (TMS) aircraft in its defined region. Through Enterprise Management, Cost-wise Readiness, and AIR*Speed* initiatives, the FRCs are built upon a "Centers of Excellence" foundation. The establishment of Centers of Excellence is a part of the COMFRC strategic guidance to support "NAE's goal to optimize the cost of doing business" (Hardee, 2006).

C. ALIGNMENT OF THE FRCSW VISION

FRCSWs' goals align with the NAE's approach to facilitate knowledge, resource and solution sharing. The establishment of the FRCSW's motto "Fix it once, fix it right, fix it on time" (Fleet Readiness Center Southwest website, 2007) supports NAE's vision relative to cost, readiness and time. Cost-wise readiness entails a balanced approach to reducing costs without a sacrifice in achieving a prescribed level of readiness. (Naval Aviation Enterprise website, 2007)

D. THE FRCSW INTEGRATION PLAN

AIR*Speed* initiatives are achieved through the application of Lean, Six Sigma, Theory of Constraints (TOC) and Continuous Process Improvement (CPI) techniques. Analysis of any process using AIR*Speed* holds potential contributions to cost-wise readiness. The streamlining of maintenance processes began prior to the establishment of the FRCs. Documented evidence of NAE capturing the benefits of cost-wise readiness through reducing redundancy and variability can be found as far back as 2005. (COMNAVAIRFORINST 4790.2, 2005)

AIR*Speed* initiatives conducted in October 2005 reduced turn-around-time (TAT), cycle-time, and decreased work in process (WIP). The initiative moved the prior organizations (NADEP and AIMD) toward a state of readiness to meet the FRC's goals. Using AIR*Speed* as a tool to reduce maintenance costs was imbedded in NADEP and AIMD maintenance processes prior to officially establishing the FRCs. (Hardee, 2005)

December 2006, COMFRC released the top ten intentions of the FRC. The list of intentions supported the November 17-March 16 "100-day plan" to carry out the strategy for integration:

Elements of the 100 Day Strategic Plan from Appendix C, "100 Day Plan Update" are:

- FRCs operate as cohesive units. Chain of Command is clear.
- Achieve year 1 BRAC savings through the initial movement of artisans in the organization.
- Align AIR*Speed* with BRAC requirements and FRC productivity goals.
- Account for initial savings in accordance with BRAC baseline.
- Establish common productivity metrics.
- Publish vision and strategy for:
    - Integrated financial and maintenance systems
    - Capitalization and recapitalization of plant and equipment
    - Establishment of Centers of Excellence in 3 years
    - Deploy NSPS (National Security Personnel System)
    - Total Force management, Migration of IT systems to ERP[3].
- Establish strategic relationships (e.g., Lockheed Martin and Joint Strike Fighter OEMs). (Hardee, 2006)

Hardee (2005) states that Fleet Readiness Centers are also intended to deliver regionalization of maintenance, optimize resource allocation, and integrate intermediate- and depot-level maintenance. Each FRC is responsible to COMFRC for aligning its human and capital resources to achieve a timely integration; resources must be brought

[3] The migration of IT systems to Enterprise Resource Planning (ERP) involves advances in IT technology that enable legacy systems to communicate with one another.

together in a cooperative environment which achieves the maximum level of capability and efficiency possible for personnel and the organization. (Hardee, 2005)

III. LITERATURE REVIEW

A. INTRODUCTION

The authors reviewed literature relating to orientation, communication, and management control within organizations. By reviewing these specific areas, the intent was to develop an understanding of FRCSW's vision as presented to personnel, beginning with new-employee orientation. The authors then analyzed communication and management methods used during the orientation to help personnel understand the organization's vision.

A previous study by Sacco and Lovell cited communication to be a potential problem at FRCSW as it is integrated into the Fleet (Sacco & Lovell, 2006). While their study focused on change management, they made it clear that communication plays a vital role in the success of an organization. The first section of this literature review discusses research dealing with orientation processes. The second section focuses on communication models and methods. The third highlights areas for management control. The fourth is a synopsis of other studies of FRCSW conducted by Naval Postgraduate School students.

B. ORGANIZATIONAL ORIENTATION

1. Effects of Employee Orientation

Akdere and Schmidt (2007) discovered through their research on the effects of employee orientation training that there has been little research on new-employee orientation. New-employee orientation requires effective quality initiatives involving training and communication with all employees (Akdere & Schmidt, 2007). The author's research on studies of employee orientation supports the same conclusion; the availability of employee orientation studies is scarce.

Akdere and Schmidt (2007) suggest that new-employee orientation is an excellent way to start teaching new-employees about quality-related philosophies and initiatives,

and to thoroughly communicate to them the organization's culture and approach to quality management. The implications of new-employee orientation in regard to the employee's perception of the organization's quality management practices were studied prior to, directly after, and one month following the initial orientation. The survey indicated that the new-employees increased their learning about quality management initiatives both immediately after, and one month following orientation. During the Akdere and Schmidt study, surveys were completed at all three intervals. The results were examined within a theoretical framework based primarily on the adult learning theory, social learning theory, and quality management theory:

- Robinson's Adult Learning theory sets out to weigh new-employee learning with respect to the organization's vision and leadership. Adult Learning theory helps form the basis of the learning experience to include cognitivism, information processing, storage and retrieval, learner's needs, learning styles and the organization of learning activities to meet varying needs and styles (Robinson, 1994).
- Social Learning theory focuses on learning that occurs from the observation of others within a social context. It concludes that people learn from one another and includes such concepts as observational learning, imitation, and modeling (Bandura & Walters, 1963).
- Quality management theory, according to Deming's studies states that quality involves everyone in the organization. There must be a systemic approach to continuous improvement, and management must drive the quality effort (Deming, 1982).

Akdere and Schmidt (2007) also found that employees suffered a perceived learning decrease because of the lack of follow-on training and the influence of social learning. That is, new-employees often find themselves in a situation in which they are taught management's philosophies in orientation, return to the work place, and are told something different by their co-workers.

The study suggested the following methods to overcome challenges:

- Continually conveying the organizational message.
- Using quality management practices.
- Requiring complete leadership support and agreement at all levels.
- Involving Human Resource (HR) professionals in the monitoring and training process.

Adult learning and training is a continuous process in an organization and requires reinforcement at all levels to achieve and sustain a quality-oriented culture (Akdere & Schmidt, 2007).

C. COMMUNICATION IN ORGANIZATIONS

1. A Model of Communication

McShane and Von Glinow offer a communication model which examines the communication process; they provide a conduit to the early works of the Shannon-Weaver model outlined in Figure 1.

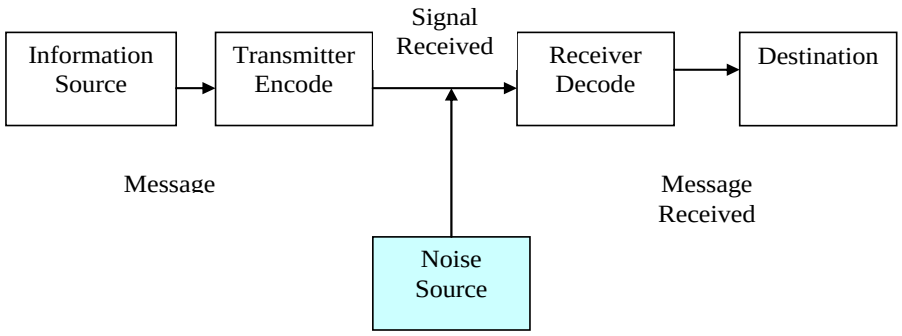


Figure 1. Shannon and Weaver Communication Model (from Shannon & Weaver, 1949)

The Shannon and Weaver model describes the basic process of communicating, from the sender to the receiver. McShane and Von Glinow adapted this model to their Communication Process Model, Figure 2, to include feedback. This model shows that following the basic communication process, message transmission continues between the sender and receiver in the form of feedback. The sender forms and encodes the message into words, gestures, voice intonations, and other symbols or signs. Then, that message is transmitted to the intended receiver/s. Means of transmission include one or multiple communication channels (media). After receiving the transmitted message, the receiver decodes the message into something that has meaning to him or her.

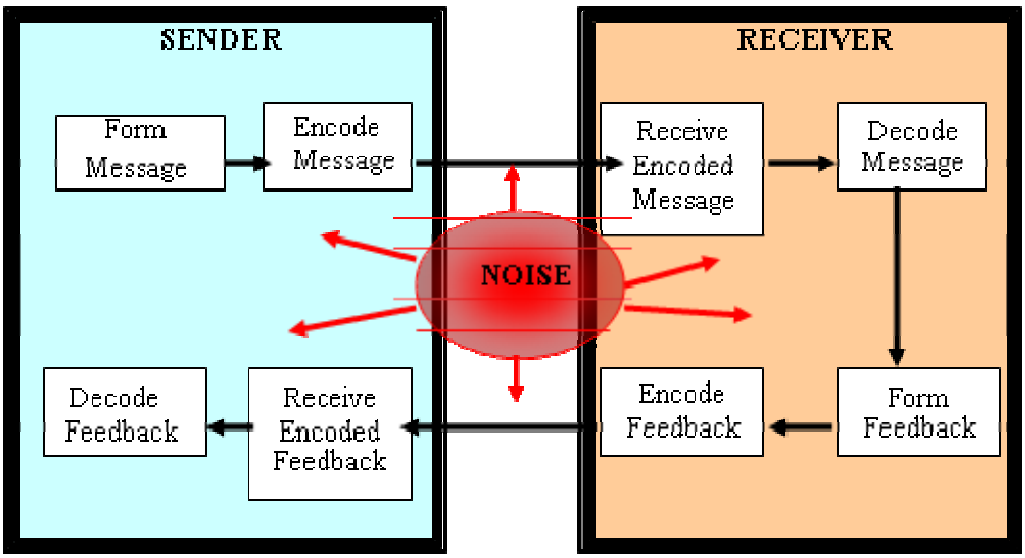


Figure 2. The Communication Process Model (from McShane & Von Glinow, 2007)

When the process operates correctly, the decoded message is received is in the form intended by the sender. Any differences in the encoding and decoding process will distort the sender's message. There is a possibility of distortion in the communication process; the sender may look for indications or indirect evidence from the receiver's subsequent actions. Feedback is a repetitive action throughout the communication process. The receiver forms and encodes feedback for transmission back to the sender.

There can be one or several means of communicating the message or feedback—such as a reply, gesture, or "Yes/No." The sender again receives the encoded feedback, and then decodes the feedback from the receiver, completing the process or initiating more communication (McShane & Von Glinow, 2007).

The communication model process is not all-inclusive; often it is obstructed by "noise," which hampers the transmission and reception of meaning. Noise may be in the form of psychological, social, and structural barriers that distort and obscure the sender's intended message or the receiver's perception of the message. Breakdowns within any part of the communication process will result in the sender and receiver not having the same understanding of the message (McShane & Von Glinow, 2007).

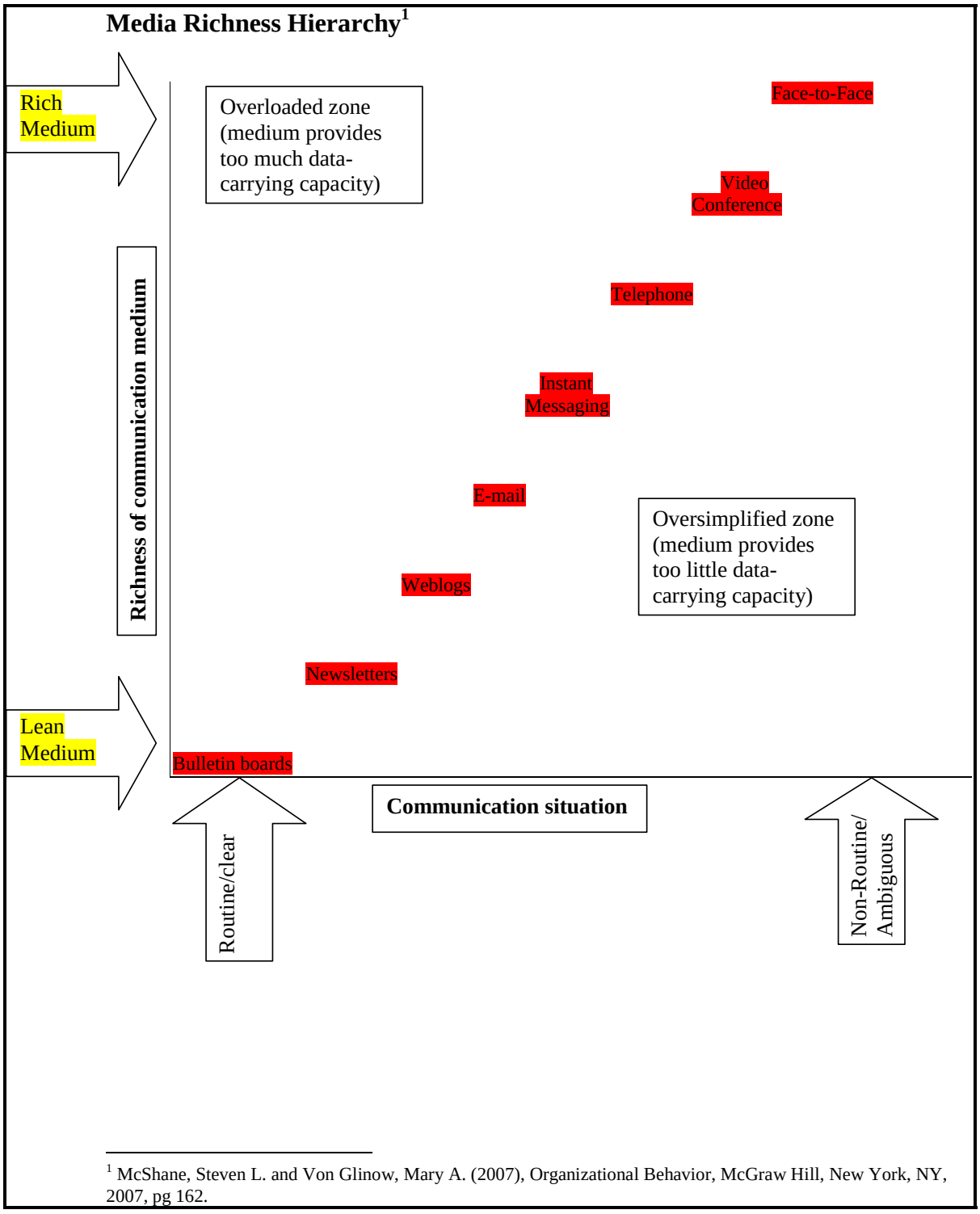
2. Media Richness Theory

Communication media have varying capacities for resolving ambiguity, negotiating varying interpretations, and facilitating understanding. Daft and Lengel's Media Richness Theory, to some extent, identifies the advantages and disadvantages of various communication channels. The Media Richness Theory proposes that the information-carrying capacity of media, as shown in an adaptation of Daft & Lengel's Media Richness Hierarchy, Figure 3, has different levels of richness. The richness of the media increases the carrying capacity of the message when the medium meets the following summarized criteria:

- Feedback Capability. The ability of the medium to facilitate instantaneous feedback and clarification.
- Multiple Cues/Communication Channels Utilized. The range of cues (including body language, voice inflection, and physical representations) facilitated by the medium.
- Language Variety. The ability of the medium to facilitate engagements involving both numbers and natural language.
- Personal Focus/Source. The ability of the medium to convey the personal feelings and emotions of the communicating organization or individual (Daft & Lengel, 1984).

Depending on the complexity and depth of the message, the sender should select a medium commensurate with the message—rich or lean as depicted in Figure 3. Media high (or rich) are more suitable for complex issues that may be difficult to understand, ambiguous or unclear to the receiver. The richest of the medium levels, face-to-face communication, allows for both verbal and nonverbal information exchange. Media low in richness (or lean) tends to be more suitable for routine communication; the sender and the receiver share common knowledge and require little exchange.

Choosing the right media for the message is a critical factor in facilitating communication throughout the organization. Failure to choose the appropriate communication media can result in oversimplification. The oversimplification will likely result in the need for more communication to resolve ambiguity or misunderstanding. In contrast, constantly using rich media may result in sensational overload. Routine overuse of rich media degrades the impact and importance of the richness. "Ambiguous situations require rich media because the parties must share large amounts of information with immediate feedback to resolve multi and conflicting interpretations of their observations and experience" (McShane, Von Glinow, 2001, p.161). Two main assumptions of this theory are: people want to overcome equivocality and uncertainty in organizations, and a variety of media commonly used in organizations work better than others (McShane & Von Glinow, 2007). To ensure the communication process operates correctly, selection of the environment (to reduce "noise") and media should be carefully considered.



[1] McShane, Steven L. and Von Glinow, Mary A. (2007), Organizational Behavior, McGraw Hill, New York, NY, 2007, pg 162.

Figure 3. Media Richness Hierarchy (from Daft & Lengel, 1984; McShane & Von Glinow, 2007).

3. Negotiating Agreement

Fisher, Ury and Patton's (1991) research of negotiation is based on the assumption that everyone would rather participate in decisions that affect them rather than be "told" what to do. To achieve what they state is a nearly universal desire, positive communication methods focus on negotiation versus bargaining. Bargaining over a position often produces little more than anger or resentment as both parties choose to advance their position. "The more you clarify your position and defend it against attack, the more committed you become to it. The more you try to convince the other side of the impossibility of changing your opening position, the more difficult it becomes to do so" (Fisher, Ury, & Patton, 1991, pp. 4-5). Engaging in this kind of inflexible behavior leads participants to limited communication opportunities. Fisher, Ury and Patton (1991) contend there are three major obstacles that may hinder communication:

- Negotiators may not be talking to each other in a way that facilitates understanding.
- Although the negotiator speaks directly and clearly to the party, the party may not be hearing the negotiator. Often, as the negotiator explains his view, the receiving party is framing a response or objection versus trying to understand what the negotiator is trying to communicate.
- The receiving part may misinterpret or not understand what the negotiator is trying to say. For example, the terms transformation and integration may have conflicting attributes from the perspective of the receiver.

Each of these obstacles draws a parallel to the processes of encoding and decoding described in The Communication Process Model, Figure 2. Solutions to these obstacles can be overcome in a manner that meets the needs of both parties (Fisher, Ury and Patton, 2007, pp. 32-39):

- Listen actively, and acknowledge what is being said. This activity seems obvious, yet its absence tends to cause a major breakdown in communication. Listening enables one to understand others' perceptions, feel their emotions, and hear what they are trying to say. By actively listening and then reiterating what was heard in a positive way, the listener

gains the opportunity to clarify any ambiguity or uncertainly. The originator also gains the satisfaction of knowing his/her point of view was heard.

- Speak to be understood. One should speak to the people or group one is trying to affect; one should understand the target audience and also avoid blame for the causes of the problem or situation.
- Speak about yourself, not them. Many times a negotiator fails to explain his or her position and tends to condemn the other side. Making a direct statement about an individual or group may generate anger and cause the audience to shutdown defensively. It is more persuasive, therefore, for a negotiator to describe a problem in terms of its impact on himself rather than in terms of the person or group. Indeed, persuasion of individuals or groups is better achieved by making a statement about oneself or one's organization's position. It is more helpful, for example, to say, "We need" instead of saying "You need to."
- Speak for a purpose. Sometimes the problem or situation may not be a lack of communication, but too much. Information overload makes the intended message obscure. One should define what he desires to be communicated and then understand the result that will be achieved from the communication.

D. MANAGEMENT CONTROL

1. Psychological Contracts

The relationship between employee and employer holds critical clues regarding the outcome and impact of management decisions within the organization. Denise Rousseau defines the term *psychological contract* as the exchange between an individual and organization. The terms of the contract are determined by the individual's beliefs—which are shaped by the organization (Rousseau, 1995). The terms of the contract are subject to the individual belief that the organization will follow through with perceived

interactions. When the perceived interactions with the employer become real, the employee then relies on his or her perceptions to predict the future possibility of a satisfactory relationship between employer and employee. The result is a self-fulfilling prophecy. The way the employer and employee see each other, in an intangible manner, can have as much impact as tangible interaction contained in a written contract.

Three other types of contracts are defined by Rousseau: normative, implied and social. In a normative contract, individuals who are members of the same organization identify themselves as having the same agreement as the other members have with the organization (Rousseau, 1995). Members interact and agree upon common beliefs regarding the terms of agreement with the organization. In the second type of contract, the implied contract, organizations have a long history with their members. The military is one such example; the general public views the organization's obligation to its personnel through the support of benefits packages to include annual raises in salary (Rousseau, 1995). This contract is reinforced through the public's image of the organization. The third type of contract is the social contract. Societal and cultural values are the basis of social contracts. The principle influence upon the agreement stems from the interpretation of the agreement. The societal foundation of interpretation may also decide if the agreement has more value in writing than by word of mouth (Rousseau, 1995).

Rousseau's model, "Creating an Individual's Psychological Contract" in Figure 4, illustrates the elements involved with the integration of communication and the psychological contract. Mental models are constructed based on individual processes, which are constructed within the four types of contracts (psychological, normative, implied and social), and are used to help the individual understand the dynamics of the employer and employee relationships within a particular environment. Organizational factors impact the formation of relationships by influencing accepted behavior and determining the type of interchange that takes place.

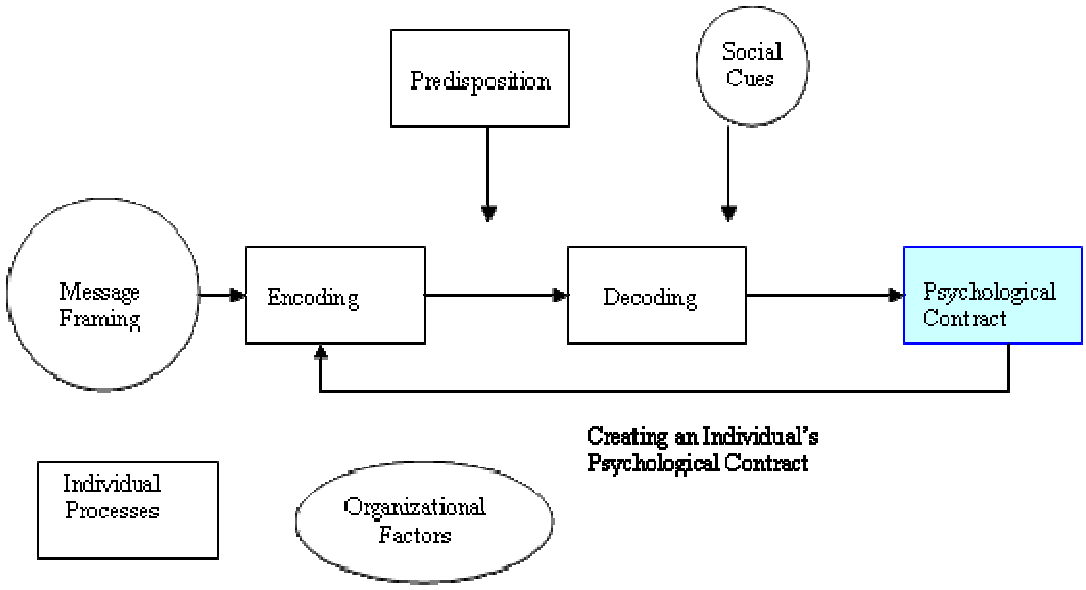


Figure 4. Creating an Individual's Psychological Contract (from Rousseau, 1995)

As a person progresses through each step in the model, his or her perceptions of the organization shape the psychological contract. Internal and external factors such as individual processes and organizational factors influence the contract and impact the employer and employee relationship. Normative, implied and social contracts can also influence perceptions.

Rousseau concludes that contract making and change are continually influenced by the way personal, family, and professional life are interlinked. Employers frequently have difficulty in understanding how contracts work. Often the internal and external factors are overlooked or given less attention as contributing factors that can impact contractual relationships. The difficulty in understanding contracts can contribute to misunderstanding and undervaluing the way people really think and behave. Similar to the Communication Process Model, feedback and continual interaction between the

sender and receiver can mitigate misinterpretation. By balancing assumptions, facts, uncertainty, and predictability, employers can increase their organizations' effectiveness (Rousseau, 1995).

2. Levers of Control

Simons presents a theory for controlling business strategy. He uses a framework of four key strategic constructs that are controlled or driven by different "Levers" (systems). Figure 5 depicts the key constructs and their associated levers of control. This framework enables managers to understand the complexity of their organization by viewing all the elements that affect the business strategy. A manager's time is limited, and it is essential that the minimum amount of time invested in any lever yields the maximum benefit toward satisfying the organization's business strategy. Simon's terms the approach as "maximizing return-on-management"—much the same as we achieve return-on-investment (Simons, 1995).

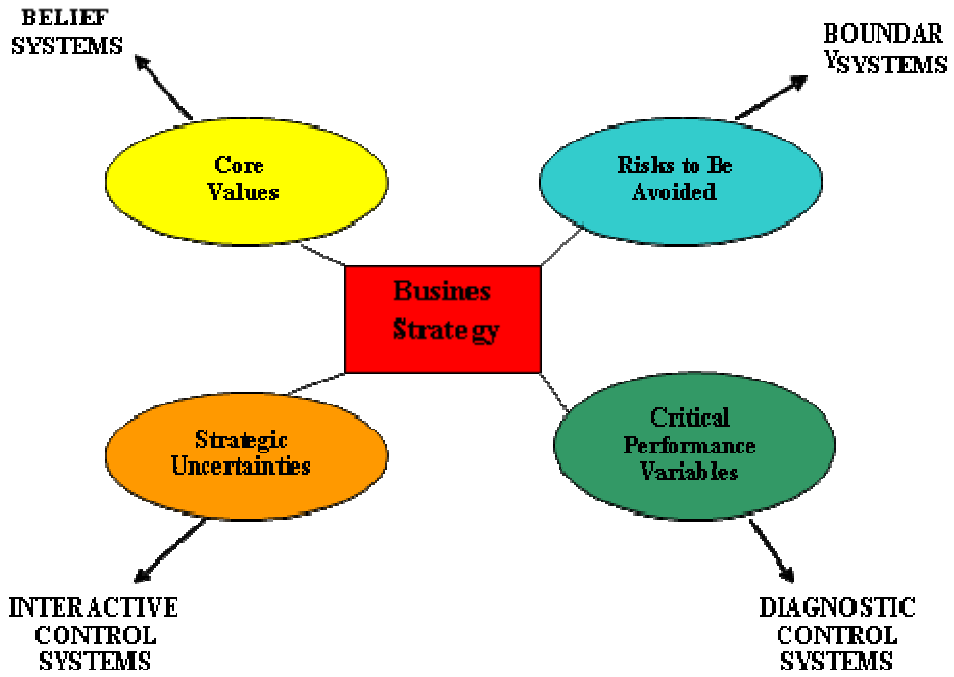


Figure 5. Simon's Model for Controlling Business Strategy (from Simons, 1995)

The first lever discussed is the belief system. Linked to core values, belief systems are composed of the values, purpose and direction of the organization that have been communicated by senior managers. The belief system is created through the use of mission and vision statements—or written credos (Simons, 1995). Managers link core values to business strategy through the belief system.

The second lever is boundary systems. The intent of this lever is to identify limits without stifling the creativity associated with the belief systems. Boundaries are usually defined in negative terms such as a list of "what not to do" (Simons, 1995). Belief and boundary systems must be continually balanced. Organizational growth expands belief systems, while the implementation of boundary systems prevents unwanted risk to the business strategy.

The third lever is diagnostic control systems. By analyzing the results of inputs into a system, diagnostic control systems can enable the manager to develop methods to better achieve the targeted strategy. A common analogy of diagnostic control systems is that of a thermostat (Simons, 1995). The thermostat regulates inputs to meet a predetermined or desired output. Through the use of the thermostat, surprises are limited, and the variables (temperature, humidity, and airflow) are controlled. Inputs into the organization require regulation and control to ensure the critical performance variables are aligned to produce the business strategy.

Finally, the fourth control lever, interactive control systems, signals when distracting actions have the potential to corrupt the intended business strategy. Without the ability to measure the uncertainty or variation, managers can be caught off-guard and may lack the ability to take preventative action. The information associated with the variables needs to be reevaluated frequently to ensure the organization will still have the desired outcome. Interactive control systems promote adaptation to continual change through the consistent challenge of the organization's assumptions, data and action plans (Simons, 1995). As the organization grows, its business strategy evolves. The four levers of control can guide the manager's response for implementing change and new business strategies.

E. OTHER STUDIES

Two studies, using FRCSW as the data source, have been published in the areas of implementing organizational change and assessing an organization's competitive position. The most recent research project was conducted by Sacco and Lovell (2006) and explores the effects of change as FRCSW begins its transformation (from AIMD North Island and NADEP North Island). Significant to the study of communication and management controls is the correlation found between the predictor variables and dependent variables chosen in Sacco and Lovell's analysis. Two predictor variables (leadership support of AIR*Speed* and communication) were found to be highly correlated to the dependent variable (organizational commitment to change). This analysis was based on data collected via Sacco & Lovell's survey. They found that the better leadership communicates its support of the organization's transformation, the more likely personnel will positively adapt to the change.

The second study, conducted by Christman (2005), discusses how NADEP North Island (prior to the establishment of FRCSW) can use its competitive advantage to leverage continued success against its competitors. This study concentrated on the strategic goals of the organization and how they can be better aligned to support the organization's strategic vision, making it a formidable opponent for external competition. Although there appears to be little on the surface of this topic to link it to this study, there is an underlying link between the values of communication as it relates to the organization's strategy. Downs and Adrian (2004) state that it has been common practice for organizations to emphasize improvement in communication after problems arise. The point of view that suggests improved communication can fix these problems overlooks the need of communication to center around the organization's strategy. Improved communication should be evaluated in relation to the entire communication process. While an increase in the volume of communication can result in an improvement, the direct path to the receiver may be overlooked. Incorporating feedback can improve the richness of the communication. Frequently engaging in the evaluation of feedback

provides insight to how communication can be improved and can be used to determine if the organization's strategy has been successfully communicated. Quality has an advantage over quantity (Downs & Adrian, 2004).

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IV. RESEARCH METHODOLOGY

A. INTRODUCTION

The author's approach to the project entailed a collection of archival data and data from personal interviews of approximately twenty people in the organization representing both military and civilian personnel. Positions held by personnel included contractors, supervisors, and individual contributors. The principle intent was to acquire knowledge about the existing organizational culture and to understand how each level of worker communicates within the organization.

The authors visited FRCSW twice. The first site visit resulted in a general overview of the existing organizational culture and established points of contact. It was determined that the authors would attend the organization's new-employee orientation and make arrangements to conduct personal interviews during the second site visit. Basic analysis of the personnel interviews focused on how the organization is communicating its message. Interviews regarding the integration of personnel were collected in areas that concentrated on personnel moving from the "old AIMD" work spaces to "Depot" work spaces versus "Depot" personnel moving to "old AIMD" work spaces.

The first section of research methodology discusses the approach used to retrieve data from the new-employee orientation. The second section discusses questionnaire and interview format. The third section discusses methods used to collect archival data.

B. NEW-EMPLOYEE ORIENTATION

To attain a better understanding of the employee's perspective of the mission and organization, the authors attended the new-employee orientation. First-hand experience of the orientation allowed an evaluation of the command from the employee's point of view. An information package containing all orientation schedules and presentation information was given to each attendee. After the presentation portion of the orientation

was concluded, the authors were taken on a brief tour of the E2/C2 hangar, Metal shop, F/18 center barrel hangar, and H53 IMP hangar. The questionnaire and interview process began following the orientation and tour.

C. QUESTIONNAIRE AND INTERVIEWS

The questionnaire used by the authors was approved by the Naval Postgraduate School's Institutional Review Board (IRB). The questionnaire is available in Appendix A: Personnel Interview Questions. The authors used a standardized questionnaire in order to establish a basis from which to evaluate responses from the two main categories: military and civilian personnel. Interviewees were encouraged to speak frankly regarding their opinion and assessment of both the new-employee orientation process as well as the work environment pertaining to the integration of military and civilian personnel. The authors agreed with and used the approach Long and Dart followed of opting for qualitative interviews with the goal of capturing the interviewee's assessment of the project. (Long & Dart, 2001)

The design of the interview questionnaire was developed to collect the following information:

- New-employee Orientation experience
- Employee category (military, civilian, contractor)
- Amount of time working at FRCSW and introduction into the organization (Check-in process)
- Work environment (Has military and civilian personnel working side-by-side affected the work environment?)
- Perceived Command/Organizational message and communication activities to support the message (vision, mission, and motto).

The number of questions used was limited to minimize disruption in the work schedule and encourage participation. The duration of an individual interview was expected to take between 20 and 30 minutes. The average interview was 25 minutes.

The longest and shortest interviews were 10 minutes and 40 minutes, respectively. The interviews were then transcribed and analyzed, along with the authors' notes on each questionnaire.

Sampling was a key concern. The authors wanted to remove unnecessary bias or the impression of a rehearsed interview; thus, they opted to select personnel as the authors arrived at the various work cells versus scheduling appointments with pre-selected personnel. The desired sampling was a mixture of civilian and military personnel, representing the existing workforce.

As military officers, not a part of the FRCSW chain of command, the authors anticipated participants would be apprehensive regarding a frank discussion of their organization. Therefore, the authors ensured that the selected personnel understood: who the authors were, what the project entailed, and how the confidentiality and privacy of their responses would be protected. Interview areas were chosen that were in a private setting that provided minimal distractions.

For each questionnaire and interview, the authors introduced themselves as students conducting research to remove any apprehension regarding the purpose of the interview. Informed Consent forms were presented to the interviewees. The consent forms provided credibility to the confidentiality agreement, keeping the interview responses anonymous alleviating concerns of reprisal associated with a perceived negative response.

Once the interviewee filled out the questionnaire, they were engaged in an informal conversation regarding their responses. This conversation was initiated to reduce any errors that may have been induced by a misunderstanding of the question and to explore items that may have surfaced that deserved further discussion. The first segment of the questionnaire collected basic characteristics of each interviewee. The next section of the questionnaire covered the check-in process followed by new-employee orientation. The intent of this section was to help understand how employees

were initially familiarized with FRCSW. Additionally, personnel check-in procedures revealed how the organization was introduced and determined the individual's first impression.

During the tour of FRCSW, work areas were identified where civilian and military personnel worked along side one another. Integration and work environment perceptions were explored through the collection of responses in the Job Assignment section of the questionnaire. The authors interviewed personnel in work cells which were integrated, were in the process of integrating, were scheduled to integrate (military and civilian) and were without current plans for integration. This segment of the questionnaire also addressed the interviewee's thoughts regarding the communication of FRCSW's message to its employees and the medium used to deliver the message.

In addition the interviews with FRCSW staff were conducted at the beginning and at the conclusion of the site visit to FRCSW; these were unstructured interviews. The authors met with the Commanding Officer (CO) at the beginning of the site visit. He gave the authors a brief overview of the organization's mission and vision. The authors met with the Executive Officer (XO) at the conclusion of their site visit. The conversation with the XO included discussion of leadership, organizational behavior and organizational vision. Both discussions added valuable background knowledge of FRCSW, addressed potential obstacles of the organization, and helped align the research to include the executive leadership perspective.

Communication is a critical factor used to ensure an organization conveys its message to its employees and is just as important that the intended recipient receives the right message. The success of communication can be assessed through responses of what the employees identify to be the primary message FRCSW is communicating, such as the vision statement, mission statement, and motto.

D. ARCHIVAL DATA

The organization's website was reviewed to determine existing documentation that would assist a newcomer in understanding the organization's mission and vision and provides continuous communication for anyone wanting to know more about the

organization. Additionally, the authors found a cache of information within the Commander Naval Air Forces website (www.cnaf.navy.mil) leading to documented historical and current information regarding FRCSW.

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V. ANALYSIS

A. DATA COLLECTION

Qualitative data was derived from personal interviews representing a small portion of FRCSW employees. To capture a wide range of viewpoints and to ensure there was not a concentration of any one paygrade or position; the authors selected personnel from as many paygrades and positions as possible. Additionally, time constraints with respect to FRCSW's adherence to the work schedule influenced the ability to formulate a purely scientific sampling of the population. Informal interviews were also conducted with executive leadership and are discussed in Chapter IV, Conclusions and Recommendations.

A total of twenty interviews were conducted. One author conducted each interview. The transcripts of the recordings provided the information for the analysis. The composition of personnel is as follows:

9 Military

9 Civilian

2 Contractors

Personnel in the military category were assigned to FRCSW from 2 months to less than 3 years, due to typical military tour rotation cycle. Civilian personnel were employed continuously at FRCSW from 4 years to 31 years. Contracted employment is typically entered into on an annual basis and contracts are also renewed annually.

Additional data collected from interviewees was broken down into the following areas: New-employee Orientation, Integration and Work Environment Perceptions, FRCSW's Message, Communication, and Other Remarks.

B. NEW-EMPLOYEE ORIENTATION

FRCSW's Total Force Strategy & Management Department (TFS&M, formerly Human Resources Department) schedules and conducts the new-employee orientation for

military and civilian personnel on a monthly basis. New-employees attend a one-day orientation which consists of presentations about the command with a brief tour of FRCSW facilities. Typically, only new-employees attend the orientation. During the orientation, the authors found that some of the personnel had been on site for several months before attending the orientation. The Public Affairs Office (PAO) assists the TFS&M department by developing the command's new-employee orientation PowerPoint brief. The full agenda may be viewed in Appendix B, New-employee Orientation. A summary of the orientation follows:

- Video of a fleet squadron on deployment
- Commanding Officer spoke for approximately 90 minutes regarding:
  - Official welcome
  - FRCSW
  - AIR*Speed*
  - Command Overview
  - Command Policies
- Command Master Chief Petty Officer Brief Overview – Military personnel brief
- Bus tour to visit selected work cells for organization familiarity
- Moral Welfare and Recreation (MWR) and Civilian Welfare and Recreation (CWR) Brief
- Civilian personnel brief:
  - Plant General Manager
  - Regional Human Resources Office (HRO)
  - Labor Organizations.

Following the one-day orientation, military personnel attend an additional training to fulfill specific military check-in requirements such as attending Navy Rights and Responsibilities (NR&R). Prior to attending FRCSW's orientation, the civilian personnel attend indoctrination with the regional HRO to fulfill the requirements of civilian check-in.

The data from the new-employee check-in process section of the questionnaire indicate all military personnel attended new-employee orientation. Civilian personnel had various responses regarding the check-in process. Many of the civilian employees could not remember if they had attended the orientation because of the extensive time they had been employed at FRCSW (formerly NADEP or Naval Air Rework Facility -NARF depending on time of employment). Others could not differentiate between indoctrination by TFS&M and new-employee orientation specifically conducted by the command. However a majority of the civilians interviewed did not attend new-employee orientation by FRCSW, as noted in the transcripts of the recorded interviews. Contractors did not attend FRCSW new-employee orientation. The following samples of civilian responses are provided:

- "It's been 31 years; I don't remember what happened for indoc or orientation. Back then there was a "Civilian Personnel Office" within Naval Air Rework Facility (NARF) not an HRO."
- "I believe I checked-in with the senior civilian of NADEP [prior to becoming FRC] and don't remember any other check-in or indoctrination."
- "There wasn't an indoc [indoctrination] or anything when I first started working on North Island, but I do remember the CO went around and talked about the change to FRCSW."

The responses indicate inconsistency with orientation procedures for civilian and military personnel. Additionally, within the civilian personnel grouping there are two segments: new-hire and employees with longevity. Following the transformation to FRCSW, all civilian new-hires are scheduled to attend new-employee orientation. Employees with longevity are not scheduled for new-employee orientation nor is there a refresher orientation to update them on the current organizational changes. Military personnel are not affected by the issue of longevity, due to their rotation cycle (between 18 and 36 months).

Orientation is the first contact with employees and is an opportunity to express the organization's philosophy or strategic vision. Training and educating employees

regarding the organizational culture and employee expectations is important for all employees regardless of their affiliation (military or civilian). (Akdere & Schmidt, 2007) The Department of the Navy's, OPNAVINST 1740.3 series, *Command Sponsor and Indoctrination Program*, provides detailed guidance to facilitate orientation of personnel. A successful program, as defined in the instruction, introduces personnel to the command by providing historical information about the command's mission and structure. The transfer of information is intended to ease personnel transition to a new organization and work environment. If orientation is missed or the organization changes the information in the orientation and it is not restated to employees with longevity, a gap in the communication process may exist.

Commitment to orientation and refresher training by the organization is essential. Follow-on organizational updates and continued training ensures personnel with longevity continue to grow with the organization (Akdere & Schmidt, 2007). Personnel with longevity can benefit from refresher training in order to keep all personnel current with the organization's vision and mission.

C. INTEGRATION AND WORK ENVIRONMENT PERCEPTIONS

Integration refers to merging the former NADEP North Island and AIMD North Island into a single organization. Integration encompasses military and civilian personnel working together by joining depot and intermediate capabilities into one site. The "Commanders Intent", as provided in Appendix C, states ten principle reasons why FRC's have been established. The first item listed in RDML Hardee's 100-day plan: "Build a cohesive command. Maintain and build productive partnerships to enable production." (Hardee, 2006, p. 1) expresses the concept of integration.

Approximately one year after its inception, FRCSW remains in the early stages of integration. Seven of the twenty interviewees (4 civilian and 3 military), indicated they were working in an integrated work cell. While a small percentage of work cells are currently integrated, most are in the process or scheduled for integration and a few will not be integrated. Whether a work cell will be integrated or not has a direct relationship to the military and civilian skill necessary for a common work cell. For example, depot

level repair on the wing of an F/A-18 will not be limited to civilian personnel; military personnel possessing complementary intermediate skill sets have the ability to advance their knowledge and work along-side civilian artisans in the same work cell. On the other hand, military technicians do not currently possess the skill set to remove and replace an F/A-18 center barrel. The skill set is not required for military personnel, due to its uniqueness, and therefore the work cell will not be integrated.

In addition to the question of integration, the authors sought information regarding the working environment. The data collected from all military personnel interviewed revealed they had similar perceptions of their work environment and civilian personnel had similar perceptions of their work environment, but military and civilian perceptions were different. Because the responses were similar within the two groups, any responses that occurred only once were treated as outliers and not included in the summary below. The topics and common responses are as follows, separated by military and civilian perspectives under each topic:

Training.

Civilian – "Additional tasking will be required to teach military personnel new maintenance skills." "The extra time required to teach will take away from their time to work on gear and is not currently part of their contract."

Military – "A great opportunity exists to learn from the civilian artisans and expand our knowledge base."

The main concern civilians appear to hold is the expansion of their current job responsibilities. Currently, their time is strictly segmented for production and training, it is uncertain how increased training time will affect their production efforts. Military personnel have the flexibility of extending their production time, as needed, to allow for the incorporation of additional training. In summary, perceptions differ between military and civilian personnel regarding training.

Job Security.

Civilian – "Military personnel are being brought in to replace civilians." "There is no guarantee for continued employment at FRCSW and transformation may require some personnel to transfer to other locations and potentially be retrained."

Military – "The civilians are resistant to share knowledge with military personnel." "There is mistrust because if they share their knowledge, the civilians will not be needed." "Because the civilians already know the job, military personnel can be sent to sea for longer periods of time." "Civilian personnel are replacing military shore billets."

The point-of-view regarding job security is the same in that each segment of personnel is uncertain about the overall intentions of the organization. The uncertainty lies in whether the organization plans to continually eliminate civilian or military personnel in each work cell. In summary, both segments fear the loss of position within the organization.

Incentives.

Civilian – "Overtime has been eliminated; the incentive to decrease turn-around-time has had a negative effect in terms of increasing one's take home pay." "Doing the job better has removed opportunities to make more money." "There is not enough recognition at the lower levels."

Military – "The opportunity to learn new skills helps military personnel better prepare themselves to perform in the fleet and also prepare for future employment outside of the military."

Civilian personnel were concerned about the incentives more than military personnel. Civilian personnel state that they believe there are no incentives to improve productivity. Increased productivity results in negative consequences such as reassignment or elimination of overtime. Military personnel view gaining an improved skill set as a positive incentive. In summary, the incentive structure is viewed differently amongst military and civilian personnel.

Integration.

Civilian – "If skills will be used on ship, it's a good thing." "Well, things are changing and we have to change with it in order to sustain. Integrating AIMD and Depot are reducing costs." "I don't think they [FRCSW] could be more clear. It takes time. You can sit there and talk about it all you want and until it really

happens you'll never know. Like anything else you just have to accept the changes; you have to look at the positive side of the changes instead of the negative side."

Military – "I would not have it any other way. It has drastically improved my professional knowledge base."

In summary, military and civilian personnel are optimistic that the work environment will improve, but are aware that problems exist and will take some time to correct.

D. FRCSW'S MESSAGE

Responses were collected through the questionnaire to determine if personnel had similar perceptions of FRCSW's message. FRCSW has three documented messages that covey the organization's focus: mission statement, vision statement, and motto.

Mission Statement. Four mission statements were discovered through research of FRCSW's intranet website and documentation provided from new-employee orientation:

- "Provide top quality products and services at the best value in the fastest time!!!"(New-employee Orientation, 2007).
- "Fleet Readiness Center Southwest is CNAF's West Coast aircraft repair D2I [Depot level "to" Intermediate level] facility specializing in the support of Navy and Marine Corps aircraft and related systems. Through partnership with industry, other government agencies and supporting aerospace organizations FRC southwest, North Island repairs and overhauls aviation systems"(FRCSW website, 2007).
- "Our mission at Fleet Readiness Center Southwest is to 'provide top quality products, at the best value in the fastest time'"(FRCSW website, 2007).
- "Provide top quality products and services at the best value in the fastest time" (FRCSW website, 2007).

The organization's mission statement should be explicit, concise and be compatible with the organization's strategy. The organization's purpose for existence should be represented by its mission statement. The meaning of the mission statement should be

easily understood and written in terms to explain what the organization does. (*Business resource software website*, 2007). Multiple versions of an organization's mission statement may cause confusion throughout the organization and create communication obstacles.

Vision Statement. Three vision statements were found, as follows:

- "We are the leader in innovative aviation maintenance solutions, committed to customers, workforce and community" (New-employee Orientation, 2007).
- FRCSW website, visitor information "We are the leader in innovative aviation maintenance solutions, committed to the warfighter, our workforce and our community" (FRCSW website, 2007).
- "To be the Maintenance Repair and Overhaul (MRO) facility of choice" (Cleveland, 2007).

The vision statement should express the direction the organization wishes to pursue. A motivational connection should be made to instill pride in the pursuit of the stated vision. (http://humanresources.about.com/cs/strategicplanning1/a/strategicplan.htm, 2007).

Motto. Only one documented motto was discovered; "Fix it once, fix it right, fix it on time" (FRCSW website, 2007). There were no conflicting or alternately worded mottos uncovered similar to those discovered for mission and vision statements. The organization's motto should be "a short sentence or phrase inscribed on an object, expressing a reflection or sentiment considered appropriate to its purpose or destination." (Oxford English Dictionary, 2007)

While the documented areas contain several descriptions of FRCSW's message, varying themes were communicated through interview responses. There were few differences between military and civilian responses. The responses were not separated. All interviewees perceived FRCSW was communicating one of the following messages:

- "Saving money"
- "Working together"
- "Serve the fleet better"

- "Reduce costs, manpower, time"
- "Work quickly, reliably, once"
- "Integration of maintenance levels"
- "Be productive, efficient, and do quality work"
- "Support the warfighter"
- "The old way of business is no longer happening".

Responses to the questionnaire indicate personnel have received and understand portions of FRCSW's mission statement, vision statement and motto. Not all personnel understand FRCSW's message in the same manner. Confusion regarding the message may result in misaligned perceptions of the organization's strategic mission.

E. COMMUNICATION OF FRCSW'S MESSAGE

While the data collected does not reflect how the message was conveyed, there was a slight distinction made between the military and civilian responses. Military personnel received more verbal communication than non-verbal. Civilian personnel received FRCSW's message both verbally and non-verbal; a method was not predominant. The following are responses from military and civilian personnel:

- "We have posters, many meetings, and open discussion with our leaders about the focus of FRCSW." – military respondent
- "What's going on in the command comes up in our work center meetings, but not really about the whole command because different shops are moving at different times." – military respondent
- "We go to several meetings about the process of integrating. It's usually pointed out in the meetings that that is the target. Integration is the target. Cohabitation is not the target, integration is. And it's usually always verbally." – civilian respondent
- "They publish a newsletter. I think it's highlighted a lot of successes. I don't think there are any issues with getting the word out. There have been more Admirals here than they know what to do with." – military respondent

- "I'm the supervisor for my work center. I get all the e-mails and everything. I pass it on to my employees, but everybody else, I have no idea. That's why sometimes it's useful, trying to gather like a conference or whatever, have other people aware of what's going on." – military respondent
- [FRCSW communicates its message] "through stand-up meetings with first-line supervisors to tailgates with the CO, as well as, through the *Depot Talk* newsletter, and the command's monthly newspaper." – civilian respondent

The authors had the opportunity to interact and view the media circulated throughout the organization. Verbally, the message was communicated via new-employee orientation, meetings, *passdown*[4], conference calls, *tailgates*[5], supervisors, and chain-of-command interaction. Non-verbally the message was communicated via charts and graphs, e-mail, bulletin boards, command newsletter, command website, and various work cell *passdown* logs. In the authors' opinion it would be difficult to be isolated from all of the verbal or non-verbal communication available which discusses FRCSW's mission, vision or motto. A lack of communication does not appear to exist.

F. OTHER REMARKS

Additional comments surfaced during the discussions of the completed questionnaire.

The following personnel interview statements capture the major content areas of the responses:

- "Would like to see a long rang plan"

[4] The term passdown is a military method of writing down, typically in a logbook, day-to-day and upcoming events along with shift change information to establish a centralized communication method. The passdown may be communicated verbally and include work priorities, general military requirements, and anything that may affect productivity.

[5] The term *tailgate* describes a quarterly event in which the CO or XO of FRCSW delivers a centralized presentation to update personnel on significant command milestones.

- "Would like to see the plan sooner, communication is always forthcoming or after the fact"
- "The FRC is just another BRAC initiative, flavor of the week"
- "One thing is said and another happens [not losing jobs, yet people are being moved around]"
- "It's a learning process, things are getting better"
- "Military and civilians are making compromises to make things work"
- "Confident it will work out"
- "The communication is there, if you want to know what's going on"
- "Need an organizational chart, organizational structure not clear"
- "Lack of trust, misperceptions between military and civilian responsibilities"
- "Military personnel are never around to do the work, we can't find them half of the time"
- "Civilians won't do anything outside of their job description"
- "Accept the change and look at the positive"
- "Be open, try it out, don't say it's not going to work"
- "We can learn from each other"
- To make communication clearer, FRCSW could "Communicate progress changes faster".

These comments indicate interruptions in the communication process and the variability in perceptions of FRCSW's future. The responses do indicate that personnel are maintaining a positive outlook and are genuinely interested in FRCSW's future.

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VI. CONCLUSIONS AND RECOMMENDATIONS

FRCSW is an organization, which has adapted to rapid and continuous change over the last 24 months. Enormous amounts of energy and leadership, from the executive branch, was used to provide all personnel in the organization with information regarding process change. Process change was conveyed through AIR*Speed* initiatives (e.g., Lean, TOC, and Six Sigma), and applied to maintenance processes. Information was also provided regarding the transformation from the former NADEP North Island and AIMD North Island into a single organization, FRCSW. In an environment filled with change, management achieved organizational focus and was able to shift the weight of resistance, allowing the organization to move forward.

Conclusions and recommendations are based on the information presented in Chapter V, Analysis and the application of Chapter III, Literature Reviews. Three main categories for conclusions and recommendations are presented: New-Employee Orientation, Communication, and Management Control.

A. NEW-EMPLOYEE ORIENTATION

New-employee orientation currently addresses primarily administrative items and lacks the content to deliver the organization's history and structure and how they support the mission and vision of FRCSW.

- *Recommendation*: TFS&M utilize the Department of the Navy's OPNAVINST 17409.3 series, *Command Sponsor and Indoctrination Program* for guidance to revise new-employee orientation and provide historical information about the command's mission and structure. Introducing a clear connection between the organization's history and structure to its mission and vision is essential to achieve a successful program. To ensure the content of the orientation is aligned with the mission and vision, an evaluation of the events that add value to the orientation process should be conducted. The evaluation of events could

be achieved by applying the same AIR*Speed* initiatives that were applied to the maintenance process in order to align the processes with the organization's mission and vision.

Civilian personnel who have been in the organization for an extended period of time (longer than three years, the typical rotation schedule of military personnel) are not given an orientation refresher. Information presented to new employees is continually updated and expresses the current organizational atmosphere

- *Recommendation:* Include an orientation refresher tailored to keep employees aligned to the current mission and vision of the organization. Refresher orientation would ensure evolving concepts are communicated to everyone in the organization.

Tremendous value was added by Captain Cleveland's personal attention in presenting the impact of AIR*Speed* initiatives, Command Overview and Command Policies, from an executive perspective. The authors understand that when a presentation is delivered by the CO, a high level of importance is typically linked to the content.

- *Recommendation*: The richness of the media may be enhanced to deliver the same impact as that achieved by the CO's delivery by employing key military and civilian stakeholders (e.g., from the AIR*Speed* office, Components Division officer, and Production office) as presenters. Presentations given by representative stakeholders in the organization empower the different levels of leadership to present their area of expertise during the orientation and can achieve a comparable impact to the audience. Buy-in may be achieved from middle management and the new employees through participation in the communication process from lower levels versus concentration at the executive level.

Events scheduled for military and civilian personnel are segregated during the orientation process (e.g., NRR and Labor Union presentations).

- *Recommendation:* The separation of personnel should be minimized for the largest part of the orientation. Civilian and military representatives should work together to develop the orientation with a concentration on

the concept of one organization and examples of how military and civilian personnel are currently working together, where possible. An overview of civilian specific and military specific topics should be presented to all personnel. Following the orientation overview, supplementary training can be tailored and implemented to educate civilian personnel about military requirements and vice versa in more depth. An additional investment of time is required to execute such a training plan, but it should result in more knowledgeable personnel and have the potential to reduce misconceptions regarding roles and responsibilities.

B. COMMUNICATION AND FRCSW'S MESSAGE

FRCSW's Message. Multiple versions of the mission and vision statements make it difficult for personnel (military or civilian) from clearly restating the organization's mission and vision. As a result, FRCSW's primary message is unclear; personnel are not in agreement with what is the mission. Although different media are used to deliver FRCSW's mission statement, vision statement, and motto, the different versions of each cause unnecessary confusion.

- *Recommendation:* The authors recommend the Public Affairs Office and TFM&S align the organization's dissemination of it mission and vision statements and motto. Obsolete or outdated information contained on websites, internet sites, or written documentations should be purged or updated to reflect current mission, vision and motto.

Communication. The communication process must have feedback to the sender. Operating in a one-way communication environment does not allow the communication process to operate in a manner that assures the communication was interpreted as intended by the sender.

- *Recommendation:* The authors recommend change agents be employed to address employee concerns and obtain feedback from within the individual work cells. Collecting feedback at the lowest level allows uncensored comments to be disclosed. Lower levels of leadership should

be empowered to communicate their interpretation of what FRCSW's message means to them. By empowering lower-level employees to participate, a process of negotiation commences. A feedback process can be instituted to relay "what's in it for them" and make the communication choices richer. Without two-way communication there can be no negotiation and the organization will not be able to move forward. The goal of the organization's communication process is to achieve an understanding of its unique requirements and to capitalize on "buy-in" from all personnel ("Getting to Yes").

The organization has changed and therefore perceptions of the commitment or *psychological contracts* personnel have with the organization must change. The organization has various processes to institute change in its mission, vision and motto. People need additional tools to make a successful transition to the requirements of the newly defined organization; their psychological contracts need to be adjusted. Responsibilities, such as time required for civilian personnel to offer training to military personnel, need to be reevaluated and defined in terms of the new organization's overall strategy. If the new requirements and responsibilities have changed from what was set forth with the old organization (AIMD or DEPOT), personnel need to be educated on their new responsibilities.

- *Recommendation:* The authors recommend the relationship the organization wishes to have with its employees be reevaluated and redefined in understandable terms at each employee level. The psychological contracts established 20 years ago are not the same. For example the psychological contract dealing with job security has changed and has become an area of concern. To achieve job security requires personnel implement AIR*Speed* initiatives and focus on cost-wise readiness for the survival of the organization; this needs to be clearly communicated to all personnel so they may adjust their own psychological contract with the organization.

The organization's communication strategy should be focused to include the reality of the highly competitive nature of the maintenance repair and overhaul industry (organic and commercial). The survival of the organization is based on the employee's willingness to embrace and accept change. Employees can better manage the process of change through leadership's role and responsibility in conveying rich communication.

C. MANAGEMENT CONTROLS

Those in leadership and management positions are subjected to many complex challenges as FRCSW refines its organizational strategy in the changing commercial and military environment.

- *Recommendation:* The authors recommend management controls be developed by implementing AIR*Speed* initiatives and adapting Simon's Levers of Control to the orientation and communication processes.

Applying process mapping and value stream mapping to the orientation and communication processes can provide a better picture of areas that may or may not add value to each process. The goal of mapping each process is to identify items that add value to the process and also empower all personnel to become an integral part of each process, not only processes relating to production or maintenance activities. Another benefit to the application of mapping and implementing additional initiatives (e.g., Theory of Constraints, Lean, and Six Sigma) is the creation of a formalized feedback system to monitor and evaluate organizational behavior. The feedback system needs to be interactive and without reprisal. Although personnel, at any level of leadership, may be inundated with employee comments (positive or negative), it is important for personnel to know their voice has been heard. Employee comments may be addressed at any level of leadership by facilitating change agents within the work cells, as was accomplished when implementing AIR*Speed* initiatives to maintenance processes. Results are compiled and presented and forwarded for management oversight, again following the same process that was applied previously. The results of process mapping for orientation communication are then evaluated by management and those in leadership positions.

The evaluation process management follows should have a consistent approach. Management oversight and evaluation of forwarded results requires leaders to aggressively monitor and evaluate the alignment of mission, vision, and motto to ensure they are consistent. Using Simon's Levers of control, each lever, Belief, Boundary, Interactive Controls, and Diagnostic Controls, need to be aligned to ensure the levers will link the people with the process. Integrating AIR*Speed* and Management levers allows the organization to leverage Human Capital Resources.

The data collected has provided the foundation from which the analysis, conclusions and recommendations were based.

- *Recommendation:* The authors recommend more information regarding personnel should be gathered to provide an assessment of the organization's climate.

One possible instrument that could be used to collect more data is the Climate Assessment tool, produced by the Defense Equal Opportunity Management Institute (DEOMI), could be used to gather data in a standardized and sustainable approach. The DEOMI Occupational Climate Survey (DEOCS) can be tailored to the organization's specific needs (OPNAVINST 5354.1F, 2007). Although the instruction provides guidance for the Command Managed Equal Opportunity program, the data collected provides insight to employee perceptions of the organization and provides a better format for data collection.

D. FUTURE RESEARCH

The authors offer the following recommendations based on the discovery of issues identified through the course of their research. Although some are not directly tied to communication, mission and vision, these topics warrant additional investigation.

- Analysis of Enterprise Resource Planning to alleviate the use of multiple legacy systems between depot-level and intermediate-level maintainer's [e.g., Naval Aviation Logistics Command Management Information System (NALCOMIS) and Manufacturing Resource Planning (MRP) II.] Military personnel stated they often teach civilians how to use

NALCOMIS. Software has been developed to allow NALCOMIS and MRP to extract some statistical data, but it needs to be further developed.

- Research the benefits of relocating Aviation Maintenance Office (AMO) School to Aviation rich Fleet Concentration Areas. Both authors are members of the Aerospace Maintenance Duty Officer (Maintenance) community. This recommendation was generated based on a discussion by the authors with the Executive Officer of FRCSW.
- Analyze the organizational chart of Program Management, NAVAIR, and FRC. Would Program managers be better utilized if directly integrated in the FRC organizational chart? Informal conversation with civilian personnel who were part of the program offices raised question regarding further changes in the organizational structure to increase effective communication.

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APPENDIX A

Personnel Interview Questions

INTERVIEWEE BACKGROUND

The person being interviewed is: ___ civilian ____ military ____ contractor.

Time onboard FRCSW: ____

Have you ever worked with military/civilian/contractors before coming to FRCSW?

ENTRY, CHECK-IN PROCESS

How did you hear about your current position?

How long did take from the time you applied until the time you were notified that you were hired?

Did you receive any information prior to arrival? (Through sponsor—military, welcome aboard package)

Did you receive a check-in sheet?

How many days did it take you to complete the check-in process?

Who was the most senior person you checked-in with; how long were you there before you met that person? How important was it to you to meet this person?

How can the check-in process be improved?

NEW-EMPLOYEE ORIENTATION PROCESS

How long after you began working did you attend the new-employee orientation meeting?

What was your opinion of FRCSW prior to new-employee orientation?

Were there any significant changes in your opinion of FRCSW after attending the new-employee orientation?

What would have been beneficial to have been told in the check-in or new-employee orientation process?

Is there anything you are concerned with regarding your employment at the FRCSW related to the new combined workforce?

JOB ASSIGNMENT

Have depot-level and intermediate-level maintenance been combined in your work area?

How do you feel about working in an environment with both levels of maintenance in one area as compared to the old organization (AIMD and Depot separated)?

Do you believe your department is an integral part of the FRCSW?
Why or why not?

What do you think is the primary message FRCSW is communicating to its employees?

How do they communicate this message (verbally and/or non-verbally) to the employees?

In your opinion, what do they do or could they do to make it clearer?

Do the organization’s actions support the message(s) it is communicating?

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APPENDIX B

NEW EMPLOYEE ORIENTATION

AGENDA

Monday, 23 July 2007

I.	**Dinah Goodspeed, Total Force Strategy& Mgmt Dept** Welcome Administrative Remarks, NEO Description and Responsibilities Review of Agenda (10 minutes)	**0750 - 0800**
II.	**Captain Fred E. Cleveland, FRCSW, Commanding Officer** Official Welcome/Introductions FRC Southwest, Airspeed & Command Overview Command Policies (1 hour 15 minutes)	**0800 -0915**
III.	**Master Chief Roberts**	**0915-0925**
	10 Minute Break	**0925-0935**
IV.	**Tour** 1 Hour 35 Minutes	**0935 -1110**
	Lunch	**1110 – 1210**
V.	**Sean Brennan, Industrial Quality Department** FOD/QA/MIL User Brief	**1210 – 1240**
VI.	**B. Doremus/M. Hayes, CWR & MWR** Benefits and Services 30 Minutes	**1240 to 1310**
	Military Release and 10 Minute Break	**1310 to 1320**

NEW EMPLOYEE ORIENTATION

AGENDA

VII.	**William Reschke, Plant General Manager** Training and Career Development Programs (20 Minutes)	**1320 to 1340**
VIII.	**Human Resources Office** Employee Benefits/Info (HRO) (Including Labor Orgs) (40 Minutes)	**1340 to 1420**
IX.	**Return to work/Home (Depending on shift start time)**	

NEO PARTICIPANTS: PLEASE REPORT TO CONFERENCE ROOM 1, BLDG 94, 15 MINUTES PRIOR TO ORIENTATION FOR REGISTRATION

APPENDIX C

Winter 2006/2007

COMMANDER'S ALL HANDS

FLEET READINESS CENTERS

Patuxent River, MD

Learn more about FRCs online at: http://www.cnaf.navy.mil/navrlip/

POC: Susu Kulow
FRC Communications Team
Phone: 301.757.9034
susu.kulow.ctr@navy.mil

100 DAY PLAN UPDATE

by RDML Michael Hardee, Commander, Fleet Readiness Centers

Many significant initiatives are in work around the command and I'd like to take this moment to update you on how we're progressing with the 100 day plan. With only about 23 more days to go, we're moving quickly to accomplish some very ambitious but achievable goals.

OPERATE FRC AREA COMMANDS AS COHESIVE UNITS

Every month I hold a Production Financial Review with COs and XOs of all six FRC area commands. Starting last month former depot COs began reporting on subordinate former IMA production while former AIMDs are reporting on depot production executed by former Depot detachments. This is a significant milestone for FRC, folks. We still have a ways to go to unify the FRC team but we are off to a strong start in evolving our maintenance team and how we think about our business.

COMPLETE FIRST WAVE OF ARTISAN MOVEMENTS

In December 2006, we successfully moved 12 artisans to former AIMD sites. By working shoulder-to-shoulder with I-level techs, the artisans have already begun to interdict BCMs, resulting in increased repair velocity for our warfighter and avoidance of costs for naval aviation and our taxpayers. This is a win-win situation and will only improve as we continue to identify and move artisans closer to our fleet customer.

EXAMINE AND RESHAPE AIR*SPEED*

An AIR*Speed* team lead is being identified this month. Stay tuned for more information on this.

GENERATE, MEASURE & REPORT COST AVOIDANCES

Since October 2006, FRC has cost-avoided $5.6 million from the BCM interdictions our forward-based artisans are performing every day. We are committed to generating, measuring and reporting even greater savings as we continue to move Artisans closer to the fleet.

ESTABLISH COMMON PRODUCTIVITY METRICS

The depot metric team has completed metrics for airframes and engines and is now working on components. The identification of common production performance goals will have a direct impact on the reduction of TAT and reduced WIP. More to follow.

PUBLISH VISION & STRATEGY FOR:

Financial & Maintenance Systems. AFIS was chosen as the single budgetary financial system, partnering with DIFMS as the single execution system. We are in the process of modernizing our systems and applications to ensure they support and automate the BCM interdiction process.

Capitalization and Recapitalization of Plant and Equipment. To ensure FRCs meet future needs, we have a team that is working on a six-month AIR*Speed* Blackbelt project to increase effectiveness and efficiency of planning and installation processes of equipment.

Establishment of Centers of Excellence. Draft 1 of the COMFRC strategic guidance is in work to outline the plan to establish COEs in direct support of the NAE's goal to optimize the cost of doing business.

Deployment of NSPS. The plan for migration to NSPS is in initial development.

Migration of IT systems to ERP. Top level requirements were developed and validated with the Navy ERP program office and supported by FFC N43 as a PR-09 issue to transition "back office" FRC applications to Navy ERP during FY11–13. "Back office" consists of financial, workforce, acquisition/procurement and supply functions. Maintenance, Repair and Overhaul functions would remain in existing NALCOMIS and/or NDMS applications with appropriate interfaces to Navy ERP. Given the complexity of this migration, you can expect this will be an ongoing process.

ESTABLISH STRATEGIC RELATIONSHIPS WITH LOCKHEED MARTIN AND JSF ORIGINAL EQUIPMENT MANUFACTURERS

The JSF proposal plan is in work and draft 1 is expected this month. This document will outline support needed for the JSF FRC proposal team: skills, experience, membership, and work requirements.

page 1

COMMANDER'S ALL HANDS

by RDML Michael Hardee, Commander, Fleet Readiness Centers

WELCOME ABOARD HQ COMFRC STAFF

MS. MICHELE DEMOSS-COWARD joins HQ COMFRC from AIR 1.1 as our Total Force Management lead.

CAPT "GORDY" COWARD assumes the role of HQ COMFRC Production Officer (Maintenance Material Control Officer) across the COMFRC enterprise.

CAPT TIM HOLLAND steps in as the HQ COMFRC Chief of Staff, temporarily holding a dual-hatted role with his current IT responsibilities until a permanent deputy IT lead is selected.

RETIRED U.S. NAVY CAPTAIN JIM WOOLWAY joins HQ COMFRC as our Deputy Director of Business Management.

LT JAMES CHERRY joins HQ COMFRC from VX-9 at China Lake as Flag Aide to RDML Hardee.

COL LEANDRO BAILEY joins HQ COMFRC as our USMC integration lead.

DESIGN OUR FUTURE....

In addition to focusing on our 100 day plan, we're also implementing a program at COMFRC that promotes knowledge sharing between HQ COMFRC and subject-matter experts from the area commands called the COMFRC Leadership Rotation Program (LRP).

Program Background

The LRP is a voluntary, 120-day temporary assignment with COMFRC headquarters at NAS Patuxent River, Maryland. The program is open to GS-13s, GS-14s and GS-15s who are currently assigned to an FRC area command. Note: GS-13s and GS-14s are eligible to receive a temporary promotion during this TDY/TAD assignment.

Program Objectives

This program was initiated in the fall of 2006 to serve two objectives:

1. Offer opportunities for individuals from FRC area commands to bring their 'field perspective' to the COMFRC headquarters team in direct support of the design and development of command policy and processes.
2. Contribute to career development and professional growth of the FRC team.

Program Details

One LRP candidate will be selected every 120 days, effective immediately. Candidates will be selected based leadership/career potential and HQ COMFRC work requirements. All assignments will be in any area/department of HQ COMFRC.

Application Process

To apply for an assignment with the COMFRC Leadership Rotation Program, please submit your resume along with a statement that captures your career objective and desired path to that objective to Ms. Michele DeMoss-Coward no later than **Friday, February 9th, 2007.**

POC:

Ms. Michele DeMoss-Coward
Total Force Management Lead , COMFRC
22176 Elmer Road, Room 231
Patuxent River, MD 20670
Phone: (301) 342-2586
michele.demosscowar@navy.mil

I want to thank each and every one of you for your hard work today and every day. Your personal commitment to excellence allows us to build upon our current success to secure the future of naval aviation. The transformation to FRCs is no simple task, but I am confident that our team has the right knowledge, skills, and abilities to 'fix it once, fix it right, and fix it on time.' Press on!

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